



Unleashing Leadership: Aligning What People Do Best With What Organizations Need Most

By John Hoover, Angelo Valenti

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What leaders really do is prepare organizations for change and help them cope as they struggle through it. by John P. Kotter. L.Â
Aligning People Versus Organizing and Staffing A central feature of modern organizations is interdependence, where no one has complete autonomy, where most employees are tied to many others by their work, technology, management systems, and hierarchy. These linkages present a special challenge when organizations attempt to change.Â BEST OF HBR â€¢ What Leaders Really Do.
ALIGNING PEOPLE: Chuck Trowbridge and Bob Crandall at Eastman Kodak. Eastman Kodak entered the copy business in the early 1970s, concentrating on technically sophisticated machines that sold, on average, for about \$60,000 each. How can a leader best understand people's needs?Â Many of the advantages to understanding what people need and want are probably already clear to you. To be complete, however, let's look here at the major advantages: Clear needs identification and response to those identified needs keep the group moving forward toward shared and desired goals.Â Even more than this, people need to feel there is a real possibility that some good will come out of their telling the leader what they need. If someone knows their needs are impossible to meet, or if they believe they will just be ignored anyway, there's a real fear that apathy will stand in the way of what could be a very helpful suggestion. Learn more. Join or create book clubs. Choose books together.Â Unleashing Leadership is right on target -- alignment is essential for the organization and individual contributors as well as leaders. The book presents a system that is both a process and a tool kit. It's all there to effectively align the task with the leader, the team members with the leader, and talent with the position. I liked the idea of the circular leadership model rather than the traditional vertical or horizontal models. Everyone on the team can lead when what they do best is aligned with the the appropriate task. The whole concept is unleashed in the second half of the book w